



**Private Club  
Performance Management**

# **Club Safety Plan**



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### **Author's Note**

Occupational health and safety issues are important in any workplace. Lack of planning and neglect of safety concerns can result in serious injury, incapacitation, and death. Unfortunately, in our industry, lack of resources and limited management staffing makes implementing a comprehensive and detailed Safety Plan a challenging endeavor.

The material in this handbook is based upon OSHA requirements, guidelines, and recommendations for workplace safety. It is detailed and complex. Individual clubs should carefully analyze their situation and requirements in designing their own safety plan. As with any large, complex issue, it may be best addressed by modifying scope and detail for your operation or by incremental implementation with priority given to those areas where the club and its members, guests, and employees may be at greatest risk.

State Departments of Labor and OSHA have websites with extensive information and resources regarding occupational health and safety issues and most offer help and consultation to help businesses design and implement safety plans.

### **Practical Guidance**

In preparing this Safety Plan, the author has included those best practices recommended by OSHA, but in reviewing the material from the perspective as a club general manager, it is realized that the extent of the safety guidance contained here may present an undue burden on all but the largest and best staffed clubs.

The establishment of a Safety Committee and the time involved in its various described duties is probably too much of a burden for the typical club with lean management staffing. If this be the case for any club, we would propose that like Internal Control, Safety is a responsibility of the management team, including department heads and department supervisors. Each club will need to assess their staffing and determine how best to assign the required duties of safety inspections, hazard identification and control, accident investigation, and safety training.

Most club operating departments have a limited number of hazards, such as slips and falls, safe lifting, etc. The first step in setting up an effective safety plan would be for each department head to do a careful inspection of their departmental areas and a review of departmental job descriptions for obvious hazards. Beyond that, would be a review of work processes for hazardous materials and create the appropriate Material Safety Data Sheets (MSDS) for their departments. Safety training would then follow naturally from discovered hazards and risks.

The areas with the largest number of hazards would be Golf Course Maintenance and Facility Maintenance, and these would require a larger effort and commitment to safety planning, procedures, and training. The other areas for careful analysis are the planning and execution of Fire Emergency and Emergency Evacuation procedures. This is challenging for club operations because of the extended hours of operation and the different circumstances of departmental operations and staffing at different times of the day and days of the week. Regardless of assignment of specific duties, key individuals may not be present to execute their taskings and other employees would need to step up and take responsibility. This means all staff must understand the intent of all described duties such as those of evacuation coordinators and alternates.

Regardless of the challenges involved, most clubs by understanding the safety issues contained in this sample Safety Plan can come up with the most practical and responsible safety measures for their operation.



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## **I – Club Safety Statement**

Of the many responsibilities facing club managers and supervisors, none is as important, yet often neglected, as maintaining the health and safety of our members, their guests, and our employees.

To this end, it is incumbent upon each of us to ensure the safety of those areas of the operation directly under our control. This must be done by conducting regular safety inspections, identifying and correcting safety hazards in a timely manner, properly training employees, establishing a high degree of safety consciousness in the organization, analyzing all jobs for inherent safety hazards, preparing plans to deal with emergencies, and collecting and analyzing safety benchmarks.

While the club has designed a standardized Safety Plan, it is up to each department head to implement the program thoroughly. Additionally, the club will appoint a safety director to oversee implementation of the Safety Plan. In all matters of health and safety, the safety director has the full backing and support of the general manager. We expect complete cooperation in all phases of plan implementation and maintenance. Unresolved questions, concerns, and problems will be brought to the attention of the safety director or general manager.

In matters of safety, we expect nothing less than the dedicated professionalism you devote to your other duties. Together, we can ensure a healthy and safe environment for all who enter our premises. Thank you in advance for your cooperation and assistance.

## **II– Club Safety Plan**

### **Policy**

It is the policy of the club to provide a safe and healthy work environment for all members, guests, and employees.

### **Club Safety Plan**

The club is vitally concerned with the safety of employees, members, and guests. To ensure the safety of all, the club has established a club Safety Plan and will appoint a club safety director whose responsibility it is to ensure the implementation of the plan.



### **III – Club Safety Organization and Responsibilities**

#### **General Manager Responsibilities**

The general manager has ultimate authority and responsibility to ensure that the club provides a safe environment for members, guests, and employees.

Further, the general manager is responsible for appointing a safety director who is charged specifically for developing and implementing the Safety Plan and ensuring the ongoing safety of club premises and work practices. Other safety related responsibilities include:

- Maintaining oversight of the safety director’s efforts.
- Ensuring the development of a safety “consciousness” among all management and supervisor staff.
- Being actively involved in safety issues, supervisory training, and hazard discovery and correction.
- Ensuring proper maintenance of all furniture, fixtures, equipment, and machinery.
- Monitoring and analyzing safety benchmarks.
- Ensuring thorough investigation of all accidents and determination of corrective action.
- Meeting all OSHA and local health and safety requirements.

#### **Management Responsibilities**

Managers and supervisors must meet the following responsibilities:

- Identify any safety hazards in their areas of responsibility.
- Analyze departmental positions for inherent safety hazards.
- Modify work practices or workspaces to reduce hazard risks.
- Ensure proper training of employees in all matters relating to safe work practices and work environment.
- Cooperate with the safety director in conducting routine safety inspections.
- Correct all deficiencies noted in such inspections in a timely manner.
- Investigate and analyze accidents to determine unsafe condition and causes of accidents.
- Promptly and properly complete accident reports when necessary.
- Enforce safe work practices, special safety requirements, and the use of safety clothing, equipment, and protective devices.

#### **Appointment of Club Safety Director**

The general manager will appoint a club safety director in writing. The individual selected for this position will be a respected member of the management team, be aware of health and safety issues, and be committed to ensuring a safe and healthy work environment for all employees.

The appointed individual will assume the duties and responsibilities of safety director in addition to his or her other assigned duties.





### **Safety Director Responsibilities**

It is the safety director's responsibility to develop, refine, and implement the Safety Plan. This plan specifies safety policies, procedures, practices, and training to ensure a safe workplace.

Regarding safety issues and the Safety Plan, the safety director reports directly to the general manager and will provide quarterly safety reports on the status of the program's implementation, any safety concerns, and difficulties encountered in maintaining a safe working environment. Further, regarding safety issues, the general manager has delegated authority to the safety director to advise and counsel employees, including department heads, regarding the requirements of the Safety plan.

Once created and approved by the general manager, the plan will be monitored and updated as necessary by the safety director. Budgeting and planning for any special safety features, programs, equipment, supplies, or training materials will be developed by the safety director and presented to the general manager for approval.

Specifically, the safety director is responsible for:

- Implementing the Safety Plan.
- Chairing the Safety Committee; ensuring it meets on a regular basis and that meeting minutes are prepared and kept on file; ensuring the safety committee fulfills its duties and responsibilities in a thorough and professional manner; recommending appointment of safety committee representatives to the general manager; and keeping the general manager informed of all significant safety committee actions.
- Providing [Quarterly Safety Report, Form 664](#), to the general manager by the 10<sup>th</sup> of April, July, October, and January.
- Training supervisors on health and safety issues, accident prevention, accident investigation, how to properly fill out safety forms, and how to maintain a safe and healthy work environment.
- Reviewing all accident reports; ensuring that corrective action is proposed and implemented.
- Ensuring hazard control by routine departmental safety inspections and maintaining a [Hazard Tracking Log, Form 660](#), for all identified hazards.
- Conducting annual club Safety Plan review to ensure the plan effectively addresses all health and safety issues at the club.
- Tracking and analyzing all accident, injury, and illness data.
- Ensuring all hazardous materials are identified and that Material Safety Data Sheets (MSDSs) are prepared for all identified materials.
- Establishing and maintaining a thorough communication system for health and safety issues.
- Fostering proper health and safety attitudes among all employees.
- Ensuring proper recordkeeping of all health and safety records.
- Ensuring proper entries are made on the OSHA 300 Log and First Report of Injury, posting the Summary of Work-Related Injuries and Illnesses, OSHA Form 300A, in a timely fashion.
- Reporting club health and safety benchmarks to the controller on a monthly basis for inclusion in the [Executive Metrics Report](#).

The general manager is responsible for oversight of the safety director and ensuring that all duties and responsibilities are properly discharged.



**Establishment of Club Safety Committee, if determined as feasible**

A club Safety Committee will be formed to bring employees and management together in a cooperative effort to promote health and safety in the workplace. The safety committee assists the safety director and makes recommendations for change regarding occupational health and safety issues.

Safety committee costs will be directly offset by the effectiveness of the committee in reducing workplace injuries and illnesses. The average direct cost of a single accepted disabling workers' compensation claim is near \$10,000.

A good committee:

- Is well-organized.
- Has clearly defined goals.
- Has realistic and measurable objectives and completion dates.
- Knows the extent of its authority.
- Follows established procedures.
- Is supported by the general manager in terms of time, effort, and money.
- Clearly defines members' roles, responsibilities, functions, and duties.
- Provides an environment for employee input.
- Keeps well-documented written minutes and notes.

Safety committee functions include:

- Works with safety director to coordinate safety effort.
- Meets monthly.
- Conducts safety inspections and audits.
- Identifies hazards and establishes hazard controls.
- Investigates accidents and prepares accident reports for management, as necessary.
- Monitors implementation of Safety Plan.
- Monitors safety training. Conducts safety training as necessary or assigned.
- Assists in developing club emergency plans.
- Monitors safety benchmarks.
- Serves as a conduit of communication on safety issues, both disseminating to and receiving from employees in all areas of the operation.

Safety committees shall be chaired by the safety director and safety representatives shall be appointed by the general manager.

- No fewer than two and no more than six safety representatives shall serve on the committee. Employee representatives shall be volunteers or nominated by their peers. If no employees volunteer or are nominated, they may be appointed by the general manager. Employer representatives will be appointed.
- Employee safety representatives attending safety committee meetings or participating in safety committee training shall be compensated by the club at their regular hourly rate of pay.



- Safety representatives shall serve a continuous term of at least one (1) year. Length of membership shall be staggered so that at least one experienced member is always serving on the committee.
- Reasonable efforts shall be made to ensure that committee members are representative of the major work activities of the club.

Safety meeting requirements:

- The committee shall develop a written [\*Safety Committee Meeting Agenda, Form 653\*](#), for each meeting.
- The committee shall hold regular meetings on a monthly basis except during months when quarterly workplace safety inspections are made.
- Minutes shall be made of each meeting and shall be reviewed by the general manager and maintained for three years. Copies of minutes shall be provided to each committee member and posted on club bulletin boards.
- All reports, evaluations, and recommendations of the safety committee shall be made a part of the minutes of the safety committee meeting.
- A reasonable time limit of one month is established for the general manager to respond in writing to all safety committee recommendations.

Other committee requirements:

- **Employee Involvement.** The committee shall establish a system to allow committee members to obtain safety-related suggestions, reports of hazards, or other information directly from all employees. The information obtained shall be reviewed at the next safety committee meeting and shall be recorded in the minutes for review and necessary action by management.
- **Hazard Assessment and Control**
  - The committee shall assist the club in evaluating the club's Safety Plan and shall make written recommendations for improvement. Additionally, the committee will recommend means to eliminate hazards and unsafe work practices.
  - The committee shall conduct quarterly safety inspections of selected areas of the club. Not all club areas must be inspected every quarter, but all areas must be inspected at least once a year. The inspection team shall include management and employee representatives and shall document in writing the location and identity of hazards.
- **Health and Safety Planning.** The committee shall establish procedures for the review of all health and safety inspection reports made by the committee. Based upon the results of the review, the committee shall make recommendations for improvement of the Safety Plan.
- **Accountability.** The committee shall evaluate the club's accountability system and make recommendations to strengthen supervisor and employee accountability for health and safety.
- **Accident Investigation.** The committee shall establish procedures for investigating all safety-related incidents including injury accidents, illnesses, and deaths. The committee may designate one member to head any investigation.
- **Health and Safety Training.** All committee members will be trained in the following:
  - Safety committee purpose and operation.
  - Methods of conducting safety committee meetings.



- Hazard identification.
- Effective accident/incident investigation.

## **IV – Safety Policies**

### **Management Commitment**

It is the policy of the club that managers and supervisors at all levels possess and demonstrate an absolute commitment to establishing and maintaining a safe and healthy workplace for all employees. Safety must be integral to the operation, not as an extra assigned duty.

The club accepts responsibility for leadership of the health and safety program, for its effectiveness and improvement, and for providing safeguards necessary to ensure safe work conditions. The club is responsible for providing health hazard control measures necessary to protect the employees' health from harmful or hazardous conditions and for maintaining such control measures in good working order and in use.

The club shall take all reasonable steps to ensure employees:

- Work and act in a safe and healthful manner,
- Conduct their work in compliance with all applicable health and safety rules,
- Use all means and methods, including but not limited to ladders, scaffolds, guardrails, machine guards, safety belts and lifelines, that are necessary to accomplish all work where employees are exposed to hazards, and
- Not remove, displace, damage, destroy, or carry off any safety device, guard, notice or warning provided for use in the club while such use is required by applicable health and safety rules.

The club shall inform employees regarding the known health hazards to which they are exposed, the measures which have been taken for the prevention and control of such hazards, and the proper methods for utilizing such control measures. Club supervisors are responsible for developing proper attitudes toward health and safety in themselves and in those they supervise, and for ensuring that all operations are performed with the utmost regard for the health and safety of all involved, including themselves.

*Reference: Safety Policy, S-100.06*

### **Employee Involvement & Responsibilities**

Employees by virtue of their intimacy with work practices have a special responsibility to report any unsafe condition or practice immediately. Further, they must work safely and adhere to all safety directions, policies, and procedures. Lastly, they must immediately report any accident or injury to their supervisor.

Employees will meet their responsibilities only if they are assured of management's commitment to a safe workplace and that the safety program is an integral part of club operations. If they sense that management is simply going through the motions, their attitudes and commitment to safety will follow suit.

Employee involvement means that employees are required to:

- Work in compliance with the rules,
- Consistently use all Personal Protective Equipment (PPE) as required for their position and work tasks,



- Report all work-related injuries, accidents, illnesses, and near misses, and
- Report all unsafe condition or work practices

*Reference: Safety Policy, S-100.08*

### **Individual Accountability**

The Safety Plan will only be effective if everyone is held accountable for their duties, responsibilities, actions, and reporting requirements. Managers at all levels, but particularly the general manager must ensure accountability for plan implementation.

All employees, regardless of title, duties, and responsibilities, must understand their part in establishing and maintaining a safe and healthy work environment and will be held accountable for complying with health and safety policies, procedures, and rules.

While it is the club's responsibility to design and implement health and safety standards and to fully implement a Safety Plan, it is every employee's responsibility to be aware of safety hazards, correct or report them as soon as possible, follow all safety rules, and work together to prevent workplace injuries and illness.

All employees, therefore, will be held accountable for their part in maintaining a safe and healthy workplace.

*Reference: Safety Policy, S-100.07*

### **Communication**

All matters relating to club health and safety must be communicated consistently and thoroughly to all employees. A formal system of health and safety communications will encourage employees to inform management about workplace hazards without fear of reprisal. Elements of such a system include:

- Periodic safety meetings in all departments.
- Posting all safety related communications, to include agenda and minutes of safety committee meetings, on designated bulletin board(s).
- Safety training program.
- Use of a suggestion box so that employees, anonymously if desired, can communicate their concerns to management.
- Document all safety communications so that the record of safety efforts can be reviewed by employees or other interested parties.

The safety committee is an excellent vehicle for establishing and facilitating communication and involvement of all employees in the matters pertaining to health and safety in the workplace.

*Reference: Safety Policy, S-100.08*

### **Hazard Discovery & Control**

It is the policy of the club that a continual and conscientious effort be made to identify workplace hazards and that such hazards, when identified, be controlled by timely and effective action. Hazards can be any work practice, work environment or condition, or use of chemicals, equipment, utensils, tools, etc., that could cause injury to employees or others in the vicinity.

Hazard discovery and control is an ongoing responsibility of the club. Therefore, each department head is required to formally review his or her areas of responsibility on a quarterly basis to identify potential job



hazards. This requirement is usually challenging the first time it is done. Thereafter, absent significant change in the work environment or work practices, the review should be routine.

The easiest way to identify job hazards is to review employee job descriptions. Make sure they are accurate and complete and then review each duty to determine whether there are associated hazards. If so, note them on the job description. It's also a good idea to discuss potential job hazards with employees. Often, they are in the best position to notice safety hazards.

Employees are instrumental in this process if they are encouraged to report possible hazardous conditions or situations.

- But unless employees see the club make prompt efforts to address reported hazards, they will soon lose interest and faith in the club's commitment to safety.
- Therefore, a major and positive emphasis will be placed on hazard identification and managers and supervisors at all levels are expected to continually remind employees of the importance of their vigilance and input.

Periodic workplace inspections by the safety director and the club safety committee will identify existing or potential hazards. Club safety committee procedures are established to review, analyze, and determine corrective action. When practical, hazards will be corrected as soon as they are identified. A target date will be established for those hazards that can't be corrected immediately. Where necessary the club will provide interim protection for workers while hazards are being corrected.

#### Reporting and Tracking Job Hazards

Any employee can report a job hazard by filling out a [Hazard Alert, Form 659](#). This completed form will then be passed to the safety committee where it will be assigned a number and tracked.

A written hazard control tracking system is an integral part of safety committee operations and is used to monitor the progress of hazard correction. The [Hazard Tracking Log, Form 660](#), is used for this purpose.

#### Control of Job Hazards

Once a job hazard has been identified, it is the responsibility of the department head to notify and work with the safety director to design corrective action to control the hazard. Job hazards can be controlled by any of the following:

- **Engineering Controls** – There are numerous engineered safeguards used to protect employees and prevent exposure to hazards. Examples of engineering controls are machine guards, safety controls, isolation of hazardous areas, monitoring devices, etc.
- **Administrative Controls** – These controls involve the use of procedures, assessments, inspection, records to monitor and ensure safe practices and environments are maintained. Examples of administrative controls are periodic inspections, equipment operating and maintenance procedures, hazard analysis, selection and assignment of personal protective equipment, etc.
- **Training Controls** – This aspect of hazard control is used to ensure employees are fully and adequately trained to safely perform all tasks to which they are assigned. No employee is to attempt any task without proper training in the equipment used, required personal protective equipment (PPE), specific hazards and their control and emergency procedures. Examples of training controls are initial new hire safety orientation, job specific safety training, and periodic refresher training.



- **Personal control** – Issuing personal protective equipment, where needed, instructing the employee as to proper use and maintenance, and posting warning or caution signs at the point of hazard.

Department heads and the safety director will seek the general manager’s approval before any costly control efforts.

*Reference: Safety Policy, S -100.09*

### **Accident/Incident Investigation**

It is the policy of the club that all work-related accidents or incidents be investigated thoroughly for the purpose of preventing future occurrences.

#### Definitions

- **Accidents** are unplanned, unwanted events that cause injury, illness, or property damage.
- **Incidents** are unplanned, unwanted events that do not result in injury, illness, or property damage. Often an incident is referred to as a “close call” or “near miss.”

Accident prevention and control of hazards is the result of a well-designed and executed health and safety program. One of the keys to a successful program includes unbiased, prompt, and accurate accident investigations. The basic purpose of these investigations is to determine measures that can be taken to prevent similar accidents in the future.

Supervisors are required to investigate accidents and incidents. The safety director will ensure that supervisors are properly trained to conduct investigations and will review each accident report. The focus of investigations is on determining the cause(s) of accidents and incidents so that actions can be taken to preclude reoccurrence. The focus is always on solutions, not on placing blame. Investigation findings will be in writing and will adequately identify all proximate causes. Findings will be forwarded to general manager for review and action as necessary.

*Reference: Safety Policy, S -100.10*

### **Safety Training**

It is the policy of the club that employees be trained in all matters pertaining to maintaining a safe and healthy workplace.

Safety training is an essential element of any Safety Plan. OSHA rules require each employer to train employees for any job or task to which they are assigned. The club Safety Plan must include the following training:

- For all new employees when hired.
- For all new employees for each specific task.
- For all employees assigned new jobs for which training has not already been given.
- Whenever new substances, processes, procedures, or equipment are introduced into the workplace and present a new hazard.
- Whenever the club is made aware of a new or previously unrecognized hazard.
- For all supervisors to ensure they are familiar with the health and safety hazards to which employees under their immediate direction and control may be exposed.



An effective health and safety plan require proper job performance by everyone in the workplace. As the employer, we must ensure that all employees are knowledgeable about:

- The materials and equipment with which they work,
- What known hazards are present, and
- How they are controlled.

*Reference: Safety Policy, S-100.11*

### **Plan Evaluation**

It is the policy of the club that the Safety Plan be reviewed annually to ensure its adequacy in preventing workplace injuries and illnesses.

An annual review is scheduled to look at each component of the Safety Plan to determine what is working well and what changes, if any, are necessary. The safety director will conduct the review and report his findings to the general manager.

All employees are encouraged to participate by keeping their supervisors, the safety director, and the general manager informed of their concerns regarding the elements of the Safety Plan.

*Reference: Safety Policy, S-100.12*





## V – Elements of Club Safety Plan

### Fire Safety Procedures

The club will have written fire safety procedures which will be used to train all managers and employees in all issues relating to fire safety. A sample fire safety plan is found in *Appendix A – Emergency Procedures*.

### Evacuation Plan

The club will also have a written evacuation plan to be used to train all managers and employees in case of fire, bomb threat, or other emergency. A sample evacuation plan is found in *Appendix A – Emergency Procedures*.

### Safe Work Procedures

Another element of the safety plan is safe work procedures. These procedures provide guidance for instituting safe work habits for common areas of club operations. Safe work procedures are found in *Appendix B – Safe Work Procedures*.

### Hazard Discovery & Control

Sample procedures for hazard discovery and control are found in *Appendix C – Hazard Discovery and Control*.

### Safety Inspections

Procedures and checklists for conducting safety inspections are found in *Appendix D – Safety Inspections*.

### Accident Report & Investigation

Standards, policies, and procedures for conducting accident investigations and preparing accident reports are found in *Appendix E – Accident Reporting and Investigation*.

### Tracking & Analyzing Injury Data

Procedures for tracking and analyzing injury data are found in *Appendix F – Tracking and Analyzing Injury Data*.

### Safety Training

Standards, policies, procedures, and a training curriculum for safety are found in *Appendix G – Safety Training*.

### Hazardous Material Communication Plan

Standards, policies, and procedures for Hazardous Material Communication Plan are found in *Appendix H – Hazardous Material Communication Plan*.

### Safety Forms

Safety forms are found in *Appendix I – Safety Forms*.



## **Appendix A – Emergency Procedures**

### **General**

There are two sets of emergency procedures that must be developed at the club – Fire Safety Procedures and Club Evacuation Procedures. These procedures will be developed by the club safety director in concert with the local fire authorities, reviewed and approved by the general manager, and be the basis for emergency procedures training for all employees.

Emergency procedures should be sufficiently detailed so that all employees with a specific responsibility understand completely what actions they must take during an emergency.

The general manager will also ensure that periodic drills are held to test the adequacy of the emergency procedures and employees' understanding of their responsibilities.

### **Fire Safety**

The clubhouse design incorporates the following features to ensure maximum fire and life safety.

- Automatic smoke detection system located in each floor's ductwork.
- Manual pull stations are located on all floors adjacent to each exit. Activation of these stations will sound the alarm horns and strobe lights.
- Emergency power is available for the safe and quick evacuation of the building in cases of emergency. Elevators should not be used for evacuations. Emergency lighting is provided in all stairwells as well as public areas.
- The building is equipped with a sprinkler system, which will be triggered in affected areas as needed. In addition, fire extinguishers, in self-contained cabinets or free standing, are located on each floor (three on the second floor; two in the main kitchen; six on the ground floor and one in the downstairs kitchen). Kitchens are equipped with a hood system, which will activate or can be activated in case of emergency in these areas.
- Emergency Exits are marked by illuminated signs. There are two exits from the third floor via the main stairwell and the back stairwell. The back stairwell leads directly to an outside exit.
- Emergency keys are located near the Main Fireboard located behind the concierge desk on the main floor.

Floor by floor diagrams that show the location of emergency fire extinguishers, manual pull stations, fire exits, evacuation routes, and the Main Fireboard will be prepared and posted in all appropriate locations or bulletin boards.

### **Fire Safety Training**

All employees will receive Fire Safety Training which covers the following information:

- General fire safety information,
- What to do if a fire is discovered,
- Location of manual pull stations,
- Location of fire extinguishers,
- Types and operating instructions for fire extinguishers,



- Evacuation procedures and routes, and safe, exterior assembly locations.
- Information on specific fire hazards in club operations.

Evacuation Drills. See Club Evacuation below.

If You Discover a Fire

- Get persons out of danger if possible
- Close the door or doors to isolate the fire
- Pull the nearest manual fire alarm pull station to start evacuation procedures.
- Call 911 to report the fire.
- Use a fire extinguisher on a small, confined fire only if it is safe to do so or to gain access out of the emergency. Previous training on the use of fire extinguishers is imperative.
- Follow the Club Evacuation procedures to get everyone out of the building safely.

Important Things to Remember about Fire Alarms

- Do not silence or reset a fire Alarm system until you have been directed to by the Fire Department.
- Do not re-enter the building until the Fire Department has announced an all clear.

**Club Evacuation**

Purpose: The purpose of this plan is to establish procedures for the systematic, safe, and orderly evacuation of the club in case of fire, bomb threat, or other emergency requiring evacuation.

Objective: The objective of this plan is to minimize and/or prevent personal injury and property damage.

Evacuation Team. The purpose of the evacuation team is to effectively implement and direct the provisions of this emergency evacuation. An evacuation team for the club will be established and staffed as follows:

<b>Position</b>	<b>Primary</b>	<b>Alternate</b>	<b>Second Alternate</b>
Evacuation Director	Clubhouse Manager	General Manager	Facility Manager

<b>Evac. Coordinators</b>	<b>Primary</b>	<b>Alternate</b>	<b>Second Alternate</b>
Main Floor	Dining Room Manager	Executive Chef	Hostess
Second Floor	Locker Room Supervisor	Head Golf Professional	Asst. Golf Professional

<b>Position</b>	<b>Primary</b>	<b>Alternate</b>	<b>Second Alternate</b>
Communication Coordinator	Receptionist	Admin Assistant	



Duties and responsibilities are as follows:

Evacuation Director

The Evacuation Director shall be an individual who is physically present most of the workweek in the building and is knowledgeable of the operation and the staff members who work here. The director's duties will include but not be limited to the following:

- Be thoroughly versed with the Club Evacuation procedures. Periodically review the plan to ensure that it is current and incorporates all administrative, technical, and operational changes.
- Ensures that Evacuation Coordinators and Alternates are assigned to each floor.
- Conduct fire/evacuation drills (minimum 2 per year).
- Maintains a current list of handicapped personnel and their work location; assigns a "buddy" for each. Persons with any known conditions should be included on the list.
- Ensures that lists of schedules for personnel working are available and facilitates a search of building to ensure that the building is clear of all personnel. Be able to report to the fire department or other emergency responders upon their arrival during an emergency.
- Ensures that fire and evacuation responsibilities are included in the orientation of new employees and will personally train Coordinators and Alternates in their duties as pertains to this plan.
- Ensures that all equipment related to fire emergencies is being properly maintained.

Evacuation Coordinators and Alternates

Each floor of the building will be under the direction of the designated Evacuation Coordinator for the evacuation of the occupants in the event of a fire or emergency. The coordinator will be assisted by the alternates. If a coordinator is not present during a fire or emergency, the alternate will assume the responsibilities of the coordinator. A Second Alternate will be assigned to each floor to assist the alternate if the coordinator is not present.

On a quarterly schedule the coordinators and the alternates will inspect their assigned floor to determine that all fire doors to stairs are maintained in the closed position and that no doors are obstructed or inoperable. They will also be knowledgeable of all other equipment related to fire protection. If problems are noted during their inspection, they will report these directly to the safety director and general manager.

Each of the evacuation coordinators will review and study the floor plan of his/her floor and determine the number of occupants for the purposes of dividing them into groups. The groups will then be instructed which stairwells and exits to use.

Evacuation coordinators shall have available a current list of handicapped personnel for their respective floor. Those persons who cannot use stairs unaided will have a "buddy" assigned for assistance.

The evacuation director or facility manager will meet the fire department upon arrival and give them the safety keys in order that they may conduct a search of the building. These safety keys will be stored at the Main Fireboard behind the concierge desk on the main floor.

Communication Coordinator

If the club has a receptionist or concierge, this person will be responsible for calling the Fire department (911) in the event of a fire or emergency evacuation. This person shall convey to the 911 operator their name, where they are calling from, the club's address, and the location of the fire.



The receptionist/concierge will be responsible for compiling a list of all persons that arrive daily that have business in the building. This list will help identify persons in the building that do not regularly work in the club but will need to be evacuated and accounted for in case of emergency. This list should be given to the evacuation director in the event of a fire or evacuation.

#### Evacuation Procedures

In case of fire, the evacuation coordinator or alternates will first ensure that an alarm has been sounded and the fire department has been contacted. (Dial 911).

Upon sounding of the alarm horns, Alternates will immediately begin directing occupants down fire stairwells and out fire exits. If alternates are not in their specified areas when an alarm sounds, they should exit the building through the nearest fire exit.

While the occupants are moving toward the exits, the evacuation coordinator will search the entire floor to ensure that all persons are evacuating via fire stairwells and exits only. Elevators cannot be used during an emergency evacuation. Evacuation coordinators should include restrooms, storage rooms, telephone rooms, and locker rooms in their search.

All members, staff and other occupants must proceed in an orderly manner down stairwells and out the exits. Some persons may require assistance due to impairment or medical condition.

All evacuees will exit the building and proceed to designated Assembly Point(s) no nearer than 100 feet from the building. All employees should report to the assembly point(s) lot for a head count by supervisors and further instructions. Coordinators and alternates will be responsible for directing all evacuees to a safe distance away from the building. All persons should be accounted for at this time and any missing persons should be reported to the fire department. Coordinators will report to the evacuation director and provide a verbal update report on the evacuation of their floors.

#### Evacuation Drills

Evacuation drills will be conducted twice a year as a continuing part of the fire /emergency safety education program for the club. The evacuation director is responsible for scheduling the drills at a time approved by the general manager. All drills will be coordinated with the Fire Prevention Division of the fire department. All personnel occupying each floor of the building will participate in the drills. The fire department will be contacted at 336-2441 before and after each drill.

A detailed report of the drills and the effectiveness of the evacuation will be prepared by the evacuation director using a [\*Fire Safety and Evacuation Report, Form 665\*](#). This information will be reviewed by the general manager and be available for examination by fire department personnel as requested.

All drills will begin with the sounding of the alarm horns in the building

#### Evacuation Procedures for Times Outside Normal Office (or Business) Hours

For the purpose of evacuating the building when less management staff is in the building as happens during evening hours, on Mondays, and on weekends, the following procedures should be used:

- Remember the number one responsibility is to make sure that the building is cleared of all persons in the cases where an alarm is sounded.
- All procedures that are listed above should be followed. All personnel listed in those procedures should handle their responsibilities if they are on the property when an alarm is sounded.



- The facility manager should act as the evacuation director. (In the absence of the facility manager, the dining room supervisor should act as the evacuation director.) The chef or the bartender should act as the alternate.
- All front of the house employees should assist members and guests out fire exits in a safe and orderly manner. All employees should evacuate the building.
- The assistant golf pro if available should check all areas on the ground floor of the building and ensure that the golf staff has evacuated the building. On Mondays, the membership director should ensure that the ground floor of the building is clear of persons and evacuate them.
- All employees and supervisors should evacuate the building, assisting members, guests, and visitors as necessary.
- After reasonably sure most of the building has been evacuated, the acting evacuation director should use the in-house fire intercom system to announce: "Please remain calm. We ask that all persons within the building please evacuate for your safety, a fire alarm has been activated and we await the fire department to investigate and declare the building safe. Your cooperation is appreciated."
- The hostess should act as the communication coordinator calling 911 from the concierge desk.

### **Responsibilities**

The evacuation director is responsible for developing fire safety procedures and club evacuation procedures. Further, he or she is responsible for conducting evacuation drills twice a year and reporting the conduct of these drills to the general manager using a [\*Fire Safety and Evacuation Report, Form 665\*](#).

Evacuation coordinators and communication coordinators are responsible for knowing their responsibilities under both the Fire Safety Procedures and Club Evacuation Procedures.

The general manager is responsible for ensuring the effective implementation of all Fire Safety and Club Evacuation Procedures.

**For ideas to conduct Fire and Emergency Evacuation Drills and Simulations, see the helpful article at Appendix J.**



## Appendix B – Safe Work Procedures

### General

Safe work procedures are at the heart of a safety and health program. Unless employees are trained to perform their jobs safely, they and the club will be at risk. Safe work procedures should be integral to all job training given employees. This is particularly important when the use of sharp instruments, power tools, or machinery are involved.

### Supervision

All work areas and procedures must be properly supervised by managers and supervisors to ensure that all work is performed in accordance with safety standards, policies, and procedures. Vigilant supervision is the surest way to ensure a safe work environment.

### Housekeeping

Unsafe conditions can be caused by inadequate housekeeping. This includes proper cleaning and/or sanitizing of work areas and putting or storing work-related tools, materials, and equipment in their appropriate place. Department heads are responsible for ensuring that their work areas are always kept neat and clean.

### Maintenance & Repair

Improperly maintained equipment and facilities can also contribute to unsafe work conditions. Again, department heads have a special responsibility to ensure that all areas of their operation, including equipment and tools, are maintained in proper working order.

### Specific Safe Work Issues

Various areas and work methods in club operations provide specific safe work issues and employees must be properly trained and supervised in safe work methods.

- **Slips.** Slips occur most frequently in areas where the walking surfaces are wet, oily, or icy. These conditions are most likely to occur in food service areas, cart barn, golf course maintenance, and on sidewalks and stairways during inclement weather.

Good housekeeping practices and procedures will go a long way in eliminating slips, but all supervisors and employees must be vigilant in noticing when walking surfaces may present a hazard. In areas with chronic slip problems, managers may want to investigate non-slip treatments, such as friction strips or slip resistant tile or floor mats. The club should also have a plan for the immediate use of rock salt or sand (grit) when icy conditions occur.

- **Lifting.** A number of positions in club operations may require heavy lifting including golf course maintenance staff, kitchen staff, food service workers, stewards, retail shop employees, lifeguards, maintenance workers, and housekeeping staffs. These employees will need to be trained in the correct method of lifting heavy objects (“lift with the legs, not the back”). In addition, managers may wish to purchase lifting belts and require at risk employees to wear them at work or while lifting.



- **Signage.** Caution and warning signs for specific hazards should be posted in hazard areas. These can range from “wet floor” signs when housekeeping is mopping floors, to electrical hazard signs on doors to electrical closets, to warning signs specific to pieces of equipment such as table saws and kitchen slicers. Most items of equipment come from the manufacturer with warning signs attached, but supervisors should always check the operator’s manual for specific warnings and post signage accordingly.
- **Ladders.** All employees required to use ladders should be properly trained in their safe use. Supervisors should pay special attention to ladder use when employees are working in high areas, such as on roofs or on ladders to change high light bulbs.
- **Vehicle Operation.** Club employees operate motorized vehicles with some frequency. All operators of golf course maintenance tractors, ride mowers, and utility carts must be trained in their correct operation. In addition, all employees who must drive golf carts as part of their jobs (cart attendants, beverage cart attendant, activity leaders, etc.) must be trained in the safe operation of carts. All employees who drive motorized vehicles for the club must have a valid driver’s license [[Personnel Policy, P-600.37](#)].
- **Food Service Hazards.** There are several hazards associated with food service operations. These include
  - **Cuts.** Food and beverage preparation entail the use of sharp objects such as knives and slicers. Employees must be trained in the proper use of these items and management must be continually vigilant to safe work habits in the kitchen, dining room, bar, and snack bar areas. A major cause of a cut is dull knives. Managers must take steps to ensure that knives are always properly sharpened.
  - **Burns.** Cooking food involves open flames and hot equipment and utensils. Employees must be trained in the proper kitchen work habits and management must be continually vigilant to safe work habits in kitchen areas.
  - **Slips.** Discussed above
- **Repetitive Motion Injuries.** Employees whose work entails repetitive motion such as kitchen, clerical, and accounting staff, should be made aware of the dangers of carpal tunnel syndrome. Should any physical problems arise, these employees should be instructed to report the problem to their supervisor immediately. Management will then take appropriate steps to alleviate the repetitive motion associated with the job.
- **Golf Course Equipment Operation.** Golf course maintenance equipment is large, has many moving parts, requires refueling with gasoline and other flammable products, and must sometimes be driven over rough and uneven terrain. All operators of such equipment must receive a thorough safety briefing about the hazards involved.
- **Golf Cart Batteries and Charging Equipment.** All cart barn employees must be aware of the inherent hazards associated with battery-operated golf carts. Operator’s manuals detail a variety of safety issues associated with battery care and cart charging. Managers will ensure that all employees working with golf carts have a thorough understanding of the safety issues involved.
- **Hazardous Materials.** Several positions on the club staff may deal with potentially hazardous materials. Golf course maintenance employees deal with fertilizers, pesticides, herbicides, fuels, and industrial solvents. Housekeeping and kitchen employees work with various chemical cleaning and sanitizing compounds. Maintenance workers use fuels and solvents, and cart barn staff work with various cleaning materials. Aquatics employees come into contact with chlorine and other pool sanitizing products. All these employees must be made aware of the dangers of the materials they work with and be trained in the proper application and use of all materials. The club safety director will ensure that Material Safety Data Sheets (MSDS) are available on property for all hazardous materials.





- **Aquatics Operation.** The pool operation of all clubs requires special vigilance because of the danger to employees and members from hazardous materials, the inherent issues of keeping pool water within healthful ranges, and the hazards associated with slips, cuts, and horseplay around pools and pool amenities. Lastly, the lifesaving issues surrounding pool operations requires that all employees are diligent in maintaining a safe environment for all.

### **Responsibilities**

Department heads are responsible for being aware of safe work issues in their areas of the operation and properly training and supervising their employees in safe work methods.



## Appendix C – Hazard Discovery and Control

### General

Hazard discovery and control is at the heart of a preventive approach to health and safety. Not only does it require ongoing vigilance in finding potential hazards, but it also entails the organizational will to correct or control all discovered hazards.

### Definitions

**Hazard.** A condition or practice that could cause an injury or illness to an employee that is preventable.

**Exposure.** A condition of being exposed; a position in relation to a hazard; an interaction between an employee and a hazard.

Types of Hazards:

- **Acceleration.** When a person speeds up or slows down too quickly.
- **Vibration/Noise.** Producing adverse physiological and psychological effects.
- **Toxics.** Toxic to skin and/or internal organs.
- **Radiation.** Not-ionizing (burns). Ionizing (destroys tissue).
- **Ergonomics.** Lifting, lowering, pushing, pulling, twisting. Repetitive or non-repetitive.
- **Pressure.** Increased pressure in hydraulic and pneumatic systems.
- **Mechanical.** Pinch points, sharp points and edges, weight, rotating parts, stability, ejected parts and materials, impact.
- **Heat/Temperature.** Extremes in either can cause trauma and illness.
- **Flammability/Fire.** For combustion to take place, the fuel and oxidizer must be present in gaseous form.
- **Explosives.** Explosions result in large amounts of gas, heat, noise, light, and over-pressure.
- **Electrical contact.** Inadequate insulation, broken electrical lines or equipment, lightning strikes, static discharge, etc.
- **Chemical reactions.** Can be violent, can cause explosions, dispersion of materials, and emission of heat.
- **Biological.** Primarily airborne and bloodborne viruses.

### Root Causes of Hazards

All unsafe conditions and practices are symptoms of breakdowns in the safety and health system. A working safety and health system identifies and corrects unsafe conditions and/or practices before accidents happen. To be able to correct a problem, one must first get to the source. Consider the following example of the relationship between a “symptom,” a “cause,” and a “solution.”

*An unsafe condition (an unguarded sprocket) exists because of an unsafe practice (the guard was left off) by a maintenance worker. The unsafe condition and practice in this example are both symptoms of a*



*breakdown in the safety and health system. To find the root cause the investigator must find out why the worker left the guard off. It could be that he was rushed. If so, why? Or it might be that the worker didn't see the need. If so, why? The work schedule may have pressured the worker into making mistakes in a good procedure. Why? The supervisor may not have trained the worker. Why? There are many possible answers, and they must all be considered if the root cause is to be identified and corrected. The solution is not as simple as playing the "blame game" or labeling the worker as being careless, having no common sense, or just plain accident prone. These are excuses for not dealing with the larger problem. Finding out where the system broke down and then taking action to correct it is the only way to ensure long term results.*

### **Seven Elements of Hazard Control Program**

#### **1. Assess and Analyze**

- Assess all areas of your operation through inspection. Such an assessment will help identify potential hazards in your operation.
- Analyze the safety record of your operation by means of accident and incident reports, safety inspections, safety committee minutes, and hazard tracking logs.

#### **2. Identification**

- Use the [Hazard Inspection Checklist, Form 666](#), to identify hazards in the various areas of your operation.
- Department heads should conduct a [Job Safety Analysis, Form 663](#), for each position in their department. Such analysis breaks a job or task down into specific steps, analyzes each step for specific hazards, develops safe work procedures to eliminate or reduce those hazards, and integrates safe work procedures into the Club Safety Plan.

#### **3. Reporting**

- Employees are required to report all hazards to their supervisor and correct those that are within their control and/or authority.
- The [Hazard Alert, Form 659](#), should be used to report any noticed unsafe condition or practice. The completed form will be given to a supervisor who, in turn, will pass it on to the safety committee.
- Any employee who desires may participate in periodic safety inspections. A written inspection report will be completed after the inspection. The report will include the following:
  - The Background/Introduction section which briefly outlines the contents of the rest of the report and tells the reader:
    - What the report is,
    - Who conducted the inspection,
    - Where it was conducted, and
    - Why it was conducted.
  - The Findings section which tells the reader the results of the inspection, detailing any hazardous conditions, unsafe work practices, their root cause, and any safety system inadequacies.



- The Recommendations section which proposed changes to reduce or eliminate hazards found during the inspection. Options should be proposed to increase the likelihood of corrective action.
  - The Conclusion/Summary section which summarizes the information in the findings and recommendations sections to emphasize the potential benefits of corrections.
4. **Maintenance.** Hazards are addressed or corrected through either the club preventive maintenance program or its maintenance repair program.
  5. **Tracking.** All reported hazards are tracked by the safety committee using the [Hazard Tracking Log](#), [PCPM 660](#).
  6. **Training.** Each employee will receive a general health and safety orientation as well as safety training related to their specific position.
  7. **Monitoring.** Department heads and the safety committee will monitor and report annually on the status, condition, and effectiveness of all safety programs and procedures. This information will be included in the club safety director's Quarterly Safety Report (January report only).

### **Responsibilities**

Department heads have the basic responsibility to monitor their work areas to ensure that the work environment and methods are safe and healthful. This requires a commitment to hazard discovery and control.

The safety committee also has the responsibility of conducting monthly inspections of various areas of the operation to spot potential hazards.

Lastly, employees have a responsibility to make management aware of any safety hazard they discover.

## Appendix D – Safety Inspections

### General

Periodic, formal safety inspections are an integral part of any safety program and provide a consistent framework for managers to inspect their areas of responsibility and note any safety hazards.

### Departmental Inspections

Department heads are required to conduct quarterly safety inspections of their areas of responsibility using the [Hazard Inspection Checklist, Form 666](#).

All deficiencies noted during the inspection will be corrected as soon as practical. Corrections requiring significant expenditure of funds or effort will be coordinated with the safety director and approved by the general manager.

### Reporting

A copy of the completed Departmental Safety Inspection will be forwarded to the safety director by the fifteenth of the month following the end of the quarter. The safety director will report noncompliance to the general manager by the twenty-first of the following month.

### Safety Committee

The safety committee also has a requirement to conduct safety inspections. Each month, designated members of the safety committee will conduct a safety inspection of a departmental area of club operations using the [Fire Safety Inspection Checklist, Form 667](#). The purpose of this inspection is to independently audit the safety of club operating departments and provide the department head with a fresh set of eyes in relation to departmental safety issues.

Safety committee inspections reports will be attached to the safety director's Quarterly Safety Report to the general manager.

### Corrections of Deficiencies

Department heads will promptly correct all safety deficiencies noted during departmental and safety committee inspections. The above inspection and reporting requirements do not preclude identifying and correcting safety hazards at any time. Safety hazards noticed in the normal course of business should be corrected as soon as possible.

### Responsibilities

Department heads are responsible for:

- Conducting quarterly safety inspections and submitting the completed departmental safety inspection to the safety director by the fifteenth of the month following the end of the quarter, and
- Correcting all deficiencies noted during the quarterly safety inspection as soon as practical.



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## **Club Safety Plan**

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The safety committee is responsible for conducting monthly inspections of a designated area of club operations and submitting the completed report to the safety director

The safety director is responsible for attaching the safety committee's Departmental Safety Inspection reports to the safety director's Quarterly Safety Report which is submitted to the general manager.

## Appendix E – Accident Reporting & Investigation

### General

All reported accidents and incidents will be investigated by management and/or the safety committee to determine causes and preventive measures.

### Reporting

All employees must be instructed to report any accident or incident as soon as it happens. They must be made to understand that the only purpose of reporting the accident is to investigate it and take corrective action so that it doesn't happen again. No employee will be punished for reporting an accident, even if they were the cause of the accident.

### Investigation

In most cases, the immediate area supervisor will conduct the initial phase of an accident investigation. This initial activity is primarily a recording of facts involved in the accident, list of affected employees and witnesses. Direct supervisors are familiar with employee's work environment and assigned tasks. Supervisors must take the accident situation under control and immediately eliminate or control hazards to others.

Accidents are usually complex. An accident may have multiple causes. A detailed analysis of an accident will normally reveal three cause levels: basic, indirect, and direct. For example: an accident results when a person or object receives an amount of energy or is exposed to a hazardous material that cannot be absorbed safely. This energy or hazardous material is the **DIRECT CAUSE** of the accident. The direct cause is usually the result of one or more unsafe acts or unsafe conditions, or both. Unsafe acts and conditions are the **INDIRECT CAUSES** or symptoms. In turn, indirect causes are often traceable to poor management policies and decisions, or to personal or environmental factors. These are the **BASIC CAUSES**.

Most accidents are preventable by eliminating one or more causes. Accident investigations determine not only what happened, but also how and why. The information gained from these investigations can prevent recurrence of similar or perhaps more disastrous accidents. Accident investigators are interested in each event as well as in the sequence of events that led to an accident. The accident type is also important to the investigator. The recurrence of accidents of a type or those with common causes shows areas needing special accident prevention emphasis.

#### Immediate Steps to Take After Accident or Incident

- Provide first aid for any injured persons.
- Eliminate or control hazards.
- Document accident scene information to determine the cause.
- Interview witnesses immediately.

#### Three purposes of the initial investigation:

- Prevent further possible injury and property damage.



- Collect facts about the accident.
- Collect and preserve evidence

#### Initial Investigation Procedures

- Secure the area. Do not disturb the scene unless a hazard exists.
- Prepare the necessary sketches and photographs. Label each carefully and keep accurate records.
- Interview each victim and witness; also interview those who were present before the accident and those who arrived at the site shortly after the accident. Keep accurate records of each interview. Use a tape recorder if desired and if approved.
- Determine:
  - What was not normal before the accident.
  - Where the abnormality occurred.
  - When it was first noted.
  - How it occurred.

#### Follow-up Accident Investigation

- The follow-up investigation is used to analyze data and determine the causes and corrective actions necessary to prevent reoccurrence.
  - Analyze the data obtained in the initial investigation
  - Repeat any of the prior steps, if necessary.
- Determine
  - Why the accident occurred.
  - A likely sequence of events and probable causes (direct, indirect, basic).
  - The most likely causes.

Conduct a post-investigation briefing for all interested parties, i.e., department head, safety director, general manager, club officers.

Prepare a summary report, including the recommended actions to prevent a recurrence.

An investigation is not complete until all data are analyzed, and a final report is completed. In practice, the investigative work, data analysis, and report preparation proceed simultaneously over much of the time spent on the investigation.

#### Conducting Interviews

- In general, experienced personnel should conduct interviews. All interviews should be conducted in a quiet and private location. It is essential to get preliminary statements as soon as possible from all witnesses. Investigators should not provide any facts to the witness – only ask non-leading questions.
- Explain the purpose of the investigation (accident prevention) and put each witness at ease.
- Listen, let each witness speak freely, and be professional, courteous, and considerate.
- Take notes without distracting the witness. Use a recorder only with consent of the witness.





- Use sketches and diagrams to help the witness.
- Emphasize areas of direct observation. Label hearsay accordingly.
- Do not argue with the witness.
- Record the exact words used by the witness to describe each observation.
- Identify each witness (name, address, occupation, years of experience, etc.).

Accident Analysis. Accidents represent problems that must be solved through investigations. Formal procedures are helpful in identifying and solving problems. This section discusses two of the most common procedures – Change Analysis and Job Safety Analysis.

- **Change Analysis (CA).** As its name implies, this technique emphasizes change. To solve a problem, an investigator must look for deviations from the norm. Consider all problems to result from some unanticipated change. Make an analysis of the change to determine its causes. Use the following steps in this method:
  - Define the problem (What happened?).
  - Establish the norm (What should have happened?).
  - Identify, locate, and describe the change (what, where, when, to what extent).
  - Specify what was and what was not affected.
  - Identify the distinctive features of the change.
  - List the possible causes.
  - Select the most likely causes.
- **Job Safety Analysis (JSA).** Job safety analysis is part of many existing accident prevention programs. In general, JSA breaks a job into basic steps, and identifies the hazards associated with each step. The JSA also prescribes controls for each hazard. A JSA is a chart listing these steps, hazards, and controls. Review the JSA during the investigation if a JSA has been conducted for the job involved in an accident. Perform a JSA if one is not available. Perform a JSA as a part of the investigation to determine the events and conditions that led to the accident.

Investigation Report. An accident investigation is not complete until a report is prepared and submitted to management. To be an effective tool, an accident report should be clear and concise. The purpose of the investigation is to prevent future accidents. The following outline has been found especially useful in developing the information to be included in the formal report:

- **Background Information**
  - Where and when the accident occurred
  - Who and what were involved?
  - Operating personnel and other witnesses
- **Account of the Accident (What happened?)**
  - Sequence of events
  - Extent of damage



- Accident type
- Agency or source (of energy or hazardous material)
- Discussion (Analysis of the Accident – HOW; WHY)
  - Direct causes (energy sources; hazardous materials)
  - Indirect causes (unsafe acts and conditions)
  - Basic causes (management policies; personal or environmental factors)
- Recommendations (to prevent a recurrence) for immediate and long-range action to remedy:
  - Basic causes
  - Indirect causes
  - Direct causes (such as reduced quantities or protective equipment or structures)

Accident Causes. Obvious accident causes are most probably symptoms of a "root cause" problem. Some examples of Unsafe Acts and Unsafe Conditions which may lead to accidents are:

- Unsafe Acts
  - Unauthorized operation of equipment
  - Running – horse play
  - Not following procedures
  - By-passing safety devices
  - Not using protective equipment
  - Under influence of drugs or alcohol
- Unsafe Conditions
  - Ergonomic hazards
  - Environmental hazards
  - Inadequate housekeeping
  - Blocked walkways
  - Improper or damaged Personal Protective Equipment
  - Inadequate machine guarding

Recommendations. As a result of the finding is there a need to make changes to:

- Employee training
- Workstation design
- Policies or procedures

### **Forms**

There are four forms used for accident/incident reporting and investigation. They are:

- [Member/Guest Accident Report, Form 111](#)



- [Employee Accident Report, Form 124-1](#)
- [Supervisor's Report of Accident, Form 124-2](#)
- [Accident Investigation Report, Form 661](#)

These forms should be filled out legibly and completely by the responsible individual as outlined in Appendix I – Safety Forms.

### **Responsibilities**

It is the responsibility of every employee to report accidents as soon as possible.

Supervisors must investigate accidents to determine the causes and prepare an Accident Investigation Report that spells out what caused the accident and makes recommendations for corrective action.

Department heads, immediate supervisors, the general manager, and/or the safety director must take corrective action to preclude reoccurrence of the accident.



## **Appendix F – Tracking and Analyzing Accident/Incident Data**

### **General**

The number and types of accidents and incidents will be tracked by the club to analyze and benchmark its safety practices.

### **Safety Director**

The safety director will compile the number and types of accidents, incidents, and recordable injuries or illnesses by department and for the club each month.

### **Lessons Learned & Safety Corrections**

The safety director will also include in the Quarterly Safety Report an analysis of the safety record and summarize any lessons learned and recommend any changes to policy, procedure, work methods, or other operational standards that would improve the health and safety of the work environment.

### **Benchmarks**

Safety benchmarks are measurements of the incidence of certain “recordable” injuries or illnesses in the workplace tracked over time. By maintaining records of the frequency of these events over time, clubs can monitor their progress in developing and maintaining a safe workplace.

Safety benchmarks are one of the many areas monitored by management. An [MS® Excel spreadsheet](#) has been designed to track safety benchmarks.

The club’s safety director will complete the safety benchmarks spreadsheet on a monthly basis. This spreadsheet will be given to the club controller for inclusion in the [Executive Metrics Report](#).

### **Osha Reporting Requirements**

OSHA requires that certain “recordable” injuries or illnesses in the workplace be reported.

### **Recordable Events**

The following “recordable” events due to work-related injuries and illnesses will be reported within seven working days of receiving notice of the injury or illness and tracked on a monthly and annual basis by each operating department in the club and will be reported to OSHA:

- Fatalities
- One or more lost workdays
- Transfer to another job
- Termination of employment
- Medical treatment other than first aid
- Loss of consciousness



- Restrictions on performance of normal job functions
- Restriction of motion
- A diagnosed occupational illness that is reported to the club

### **Work-Related**

An injury or illness is considered work-related if an event in the work environment either causes or contributes to an injury or illness or aggravates a pre-existing condition. The work environment is primarily composed of the club premises, and other locations where employees are engaged in work-related activities or are present as a condition of their employment.

A work-relationship is presumed when the employee is on the premises of the club. This presumption may be rebutted by evidence that symptoms are exhibited which merely surfaced while the individual was on the premises and were not caused by any on-site experience. Work-relationship must be proved when the employee is off premises.

In the event of an injury or illness, the club should initially determine whether in fact a “recordable” instance has occurred at all, that is, whether there was a death, an illness, or an injury. If the answer is “yes,” the club must then decide if the case occurred in the work environment. Upon a determination that it has, the club must then determine if the case is an injury or an illness.

Multiple injuries or illnesses from the same workplace incident must be recorded as separate injuries or illnesses.

### **Medical Treatment/First Aid**

The differentiation between medical treatment and first aid is sometimes difficult to ascertain. One-time visits to a medical facility or subsequent visit requiring mere observation by medical personnel are not considered to constitute “medical treatment.” New OSHA rules have simplified the matter by listing what qualifies as first aid. Anything not on the list is considered medical treatment. Under the new rule, treatment that qualifies as first aid on a first visit to medical personnel continues to qualify as first aid.

### **Responsibilities**

Employees are responsible for reporting all accidents and incidents to their department heads in a timely fashion.

Department heads are responsible for investigating all accidents/incidents, preparing an accident report, and submitting it to the club safety director.

The safety director is responsible for compiling accident, incident, and recordable injury or illness data from each operating department. This data will be entered in the [safety benchmark spreadsheet](#) which will be provided to the controller for inclusion in the [Executive Metrics Report](#).



## Appendix G – Safety Training

### General

Safety training is essential to establishing and maintaining a safe and healthful work environment.

### Safety on The Go!

A safety curriculum developed by Private Club Performance Management is available for use at clubs. Each module of [Safety on the Go](#) is set up in a brief format, allowing managers to quickly and efficiently meet safety training requirements.

### Training Requirements

Safety training requirements will be developed by the club. These requirements will spell out in detail what training must be given to which employees (by position) and how often the training must be conducted.

### Trainers

Department heads and other designated trainers will receive “Train the Trainer” instruction to ensure they fully understand the requirements and techniques of safety training.

### Recordkeeping

Department heads are required to maintain a record of employee safety training for each employee using an [Employee Safety Training Record, Form 658](#). This record will be open to inspection by the club safety director as requested.

### Responsibilities

Department heads are responsible for conducting safety training for their employees using training modules according to established training requirements.

The safety director is responsible for monitoring the progress of departmental safety training and training department heads regarding safety issues.

The general manager has overall responsibility to ensure that all required safety training is conducted properly and in accordance with club training requirements.



## **Appendix H – Hazardous Material Communication Plan**

### **General**

The two major purposes of the Hazardous Material Communications Plan are to make employee aware of:

- Any safety hazards that may exist in the workplace, and
- Their responsibilities to promote a safe work environment.

All areas of the club are included in this program.

The contents of the Hazard Communication Plan will be made available to all employees through training and use of a club safety bulletin board.

### **Container Labeling**

The employee(s) responsible for chemical purchases, to include cleaning agents and compounds, fuels, lubricants, solvents, paints, thinners, removers, laundry and dish wash chemicals, fertilizers, herbicides, pesticides, chlorine gas and other pool chemicals, etc., will verify that all containers are:

- Clearly labeled as to contents.
- Note the appropriate hazard warning.
- List the manufacturer's name and address.

No container will be released for use until the above data is verified.

Managers must ensure that all secondary containers, such as spray bottles, sprayers, applicators, and storage containers, are labeled with either an extra copy of the original manufacturer's label or with a generic label which has identification and hazard warnings.

### **Material Safety Data Sheets (MSDS)**

Copies of all the MSDSs for all hazardous chemicals to which employees may be exposed will be maintained by the safety director and be made available to employees through training and safety bulletin boards.

MSDSs will be available to all employees in their work areas for review during each work shift. If MSDSs are not available or new chemicals in use do not have an MSDS, supervisors must immediately contact the safety director.

All MSDSs must have the following information:

- Identity – of chemicals presenting physical or chemical hazards. The chemical name is required on the MSDS, and the label must be able to be referenced.
- Physical and chemical characteristics – such as vapor pressure, flashpoint, and chemical solubility.
- Physical hazard – such as reactivity, explosiveness, and fire potential.
- Health hazard – including signs and symptoms of illness, and medical conditions which might be aggravated by exposure.

- Primary routes of chemical entry – into the body.
- Permissible exposure limits – published and/or recommended for the chemical.
- Whether the chemical is listed as a carcinogen.
- Precautions necessary for safe use.
- Known control measures – including engineering, work practices, and personal protective equipment necessary to protect against the hazards.
- Emergency and first aid procedures.
- Date of MSDS preparation – or date of last change in contents
- Name, address, and phone number – of the person responsible for the MSDS.

### **Employee Information & Training**

During initial training, each new employee will attend a health and safety orientation and will receive information and training on the following:

- An overview of the Hazardous Material Communication Plan.
- Chemicals present in their workplace.
- Location and availability of the club Hazardous Material Communication Plan.
- Physical and health effects of the hazardous chemicals.
- Methods and observation techniques used to determine the presence or release of hazardous chemicals in the work area.
- How to reduce or prevent exposure to these hazardous chemicals through use of control/work practices and personal safety equipment.
- Steps the club has taken to reduce or prevent exposure to these chemicals.
- Safety emergency procedures to follow if an employee is exposed to these chemicals.
- How to read labels and review MSDSs to obtain appropriate hazard information.

After attending the training class, each employee will initial the [\*Employee Safety Training Record, Form 658\*](#), to verify that they attended the training, received written materials, and understand the club's policies on hazard communication.

Prior to a new hazardous chemical being introduced into any work area, each employee working in that area will be given the information outlined above.

The manager who purchases the chemical is responsible for ensuring that MSDSs on any new chemicals are available and provided to the club safety director.

### **Hazardous Chemicals List**

The [\*Written Hazardous Communication Chemical List, Form 656\*](#), is a list of all known hazardous chemicals used by employees.





The safety director is responsible for maintaining the chemical list.

The chemical list will be made available to all employees through training and use of a safety bulletin board.

### **Hazardous Non-Routine Tasks**

Periodically, employees must perform hazardous non-routine tasks. Before starting work on such projects, each affected employee will be given information by management about hazardous chemicals to which they may be exposed during such activity. This information will include:

- Specific chemical hazards.
- Protective/safety measures employees must take.
- Measures the club has taken to reduce the hazards, including ventilation, respirators, presence of another employee, and emergency procedures.

Non-routine tasks performed by employees of the club are documented and kept with the written Hazard Communication Plan.

### **Informing Contractors**

It is the responsibility of the safety director to provide contractors the following information:

- Hazardous chemicals to which they may be exposed while on the job site, and the procedures for obtaining MSDSs.
- Precautions contractors may take to lessen the possibility of exposure, by using appropriate protective measures, and an explanation of the labeling system used.

It is also the responsibility of the safety director to identify and obtain MSDSs for the chemicals the contractor is bringing into the workplace.

### **Responsibilities**

Managers who purchase chemicals are responsible for ensuring that MSDSs on any new chemicals are available and provided to the safety director.

The safety director is responsible for maintaining the Written Hazardous Communication Chemical List.

Managers whose employees use chemicals must ensure that all secondary containers, such as spray bottles, sprayers, applicators, and storage containers, are labeled with either an extra copy of the original manufacturer's label or with a generic label which has identification and hazard warning blocks.

The safety director is responsible for providing contractors with information about hazardous materials they may be exposed to on site and identify and obtain MSDS's for any chemicals the contractor is bringing on site.



**Appendix I – Safety Forms**

Various forms have been designed to ensure the safe operation of clubs. These forms can be found on the [PCPM Marketplace store](#).

FM #	Name	Use	Resp. Individual
OSHA 300	Log of Work-Related Injuries and Illnesses	Listing of all recordable injuries and illnesses	Safety Director
OSHA 300A	Summary of Work-Related Injuries and Illnesses	Summary of annual injuries and illnesses. Must be posted.	Safety Director
OSHA 301	Injury and Illness Incident Report	May be used to provide details of accidents & injuries.	Victim's immediate supervisor
FM 111	Member/Guest Accident Report	To document specific details of accidents/incidents involving members & guests	Department Head where accident or incident occurred
FM 124-1	Employee Accident Report	To record details of all employee accidents and incidents	Victim or involved employee
FM 124-2	Supervisor's Report of Accident	To document specific details of employee accidents/incidents	Victim's immediate supervisor
FM 651	Club Health & Safety Policy Statement	Establish Club health and safety policy	General Manager
FM 652	Safety Committee Policy Statement	Codify Safety Committee's support for Club health and safety policy	Safety Committee members
FM 653	Safety Committee Meeting Agenda	To establish agenda for Safety Committee meetings	Safety Director
FM 654	Safety Committee Meeting Minutes	To record minutes of Safety Committee meetings	Appointed Secretary of Safety Committee
FM 655	Lock Out/Tag Out Authorized Employee List	To designate those employees trained to perform Lock Out/Tag Out Tasks	Safety Director
FM 656	Written Hazard Communication Chemical List	Lists all chemicals used on premises	Safety Director
FM 657	Written Hazard Communication Non-Routine Task List	Lists all non-routine hazardous tasks	Safety Director
FM 658	Employee Safety Training Record	To document all safety training for each employee	Department Heads
FM 659	Hazard Alert	To document any hazards	Any employee
FM 660	Hazard Tracking Log	To track all identified safety hazards and control measures	Safety Director
FM 661	Accident Investigation Report	To summarize findings of accident/incident investigations	Designated Individual
FM 662	Lock Out/Tag Out Audit	Checklist to ensure all Lock Out/Tag Out requirements are met	Safety Director
FM 663	Job Safety Analysis	To analyze jobs for safety hazards	Department Heads
FM 664	Quarterly Safety Report	To provide periodic reports on safety issues to the GM	Safety Director
FM 665	Fire Safety and Evacuation Report	To evaluate the effectiveness of fire safety and evacuation procedures	Evacuation Director
FM666	Hazard Inspection Checklist	To be used to inspect the club for safety hazards.	Department Heads and Safety Committee Members
FM 667	Fire Safety Inspection Checklist	To be used to inspect the club for fire safety issues.	Department Heads and Safety Committee Members



## **Fire and Emergency Evacuation Drills**

An essential element of any fire safety plan is the emergency evacuation drill, commonly called a fire drill. Without making the effort to train and rehearse employees on their responsibilities and actions in case of fire or other emergency, the lives of many people – members, guests, and employees may be at risk.

The challenge for clubs is that the facility use patterns are very different for different parts of the club and for different times of the day and week. The evacuation issues at the golf course maintenance facility or aquatics center are far different than the clubhouse; and a clubhouse evacuation on a Tuesday morning will have far different concerns than a busy Saturday night.

Add to this is the disruption of member service and enjoyment of their club by scheduling frequent evacuation drills or holding such drills when members are dining, and guests are attending a large and expensive wedding. Clearly, evacuation drills must be held, but they must be carefully planned and executed to provide full safety value with the minimum disruption to member and guest activities. So, what strategies would meet both requirements? Here are some thoughts:

- Hold quarterly departmental evacuations drills for remote (non-clubhouse) facilities and activities such as aquatics, racquet center, golf course maintenance, and cart barn. These will be scheduled by the department head in coordination with the club safety director or general manager. The time of the drill should be chosen based on greatest rehearsal impact for the largest number of employees with the least disruption to member service.
- Schedule two types of quarterly clubhouse evacuation drills:
  - Daytime – scheduled drills for two quarters of the year will be for a weekday timeframe when all operating and administrative departments are functioning – again with the least disruption to members.
  - Evening – the remaining two quarterly drills should be scheduled for an evening period. Clearly a nighttime drill will impact members, but this impact on member service and enjoyment of their club can be lessened by various strategies such as a Board approved and supported weeknight “Fire Drill Night” when members are alerted in advance to the evening’s drill and the drill is scheduled for a particular time. Meal service on this “special activity” night would be a reduced-price buffet scheduled to start just after the drill is completed. Members would be asked to arrive early for a brief open bar and complimentary hors d’oeuvres while seated in the dining room. After participating in the drill, members would return to their seats for the specialty buffet. The selected date should be one without scheduled catered functions.

The other means of training and testing employees in various departments of their responsibilities and actions during an emergency evacuation would be departmental Emergency Evacuation Simulations. These routine periodic simulations would consist of a variety of cards describing simulated emergencies for each area of the operation and asking employees what their actions would be when handed the card.

Simulation cards would be readily identifiable by design and color. Each card would:

- Describe an emergency scenario.
- Require the employee to describe his or her actions, including:
  - Notification of the emergency.



- Location of emergency exits.
- Primary and alternate evacuation routes.
- Steps to evacuate members, guests, and other employees.
- Location of exterior assembly area.
- Require the employee to list:
  - Appropriate life safety actions in the presence of fire, heat, and smoke.
  - Steps to fight or slow the spread of the fire.
- Require the employee to:
  - Point out the location of fire pull stations.
  - Point out the location of fire extinguishers.
  - Explain the types of fire extinguishers and their respective uses.
  - Simulate the use of a fire extinguisher, while describing the necessary operating procedures and techniques.

The supervisor presenting the simulation card would grade the employee responses and point out any incorrect actions or answers. The whole exercise should take no more than ten minutes and can be executed without disturbing normal service routines.

The combination of quarterly evacuation drills and routinely administered simulation exercises will increase the fire safety awareness of club staff and provide valuable information and experience in emergency evacuation procedures.

*About the Author*

Ed Rehkopf is a graduate of the U.S. Military Academy and received a Master of Professional Studies degree in Hospitality Management from Cornell's School of Hotel Administration. During his long and varied career, he has managed two historic, university-owned hotels, managed at a four-star desert resort, directed operations for a regional luxury-budget hotel chain, opened two golf and country clubs, worked in golf course development, and launched a portal web site for the club industry.